



## REGISTRATION DEADLINE FOR STAR AWARDS LUNCHEON IS THIS THURSDAY, MAY 6

BY MARK GELBAND  
EMPLOYEE RELATIONS & COMMUNICATIONS

This year's Governor's STAR Awards luncheon on May 12 at the Adams Mark Hotel in downtown Denver will be well worth the \$35 registration fee.

Each year the STAR Awards recognize our colleagues who have gone above and beyond in their dedication to their work, their fellow employees and to all Colorado citizens. State employees are invited to nominate a colleague or group of colleagues for one or more of the six awards: Productivity Award, Citizenship Award, Rudy Livingston Award, Outstanding Service Award, Leadership of the Year Award, and Employee of the Year Award.

This year the DPA Division of Human Resources received 100 nominations. A committee of award winners from last year selected the three finalists for each award. Award winners have been chosen this year by The Honorable Angie Paccione, State Representative, Nancy

McCallin, Director of the Office of State Planning & Budgeting, and Russ George, Executive Director of the Department of Natural Resources.

The luncheon will feature the announcement of this year's award winners. Lt. Governor Jane Norton will provide the keynote address, and Jeff Wells, Executive Director of the Departments of Personnel & Administration and Labor & Employment will serve as the emcee.

Please encourage your employees to show their support for their colleagues by attending the luncheon. The registration form is available online at [www.colorado.gov/dpa/dhr](http://www.colorado.gov/dpa/dhr) and at the back of this issue.

If you have any questions about the luncheon or registration, please contact Judi Karg at [judi.karg@state.co.us](mailto:judi.karg@state.co.us).

## BULLETIN NEWS BRIEFS

- JEL 04-1 contains proposed system changes for Pharmacy and Pharmacy Technician, Wildlife Manager, Nurse Anesthetist, and the abolishment of vacant classes. Meet and confer sessions will be held on Friday, May 14. The specific meet and confer time for each class series is located within the JEL.
  - Director's Administrative Procedures, which were effective on May 2, 2004, have been incorporated in the copy of the rules and procedures on the web at <http://www.colorado.gov/dpa/dhr/rules/docs/rules.pdf>. The amended procedures are: P-1-5, P-3-2, P-3-3, P-3-4, P-3-5, P-3-6, P-3-7, P-3-8, P-3-15, P-3-18, P-3-19, P-3-21, P-3-24, P-3-25, P-3-49, P-4-20, P-4-22, P-6-1, P-6-2, P-8-14, P-8-15, P-8-17, P-8-21, and P-9-2. Although many of the changes are housekeeping in nature, there are substantive changes in procedures governing the annual compensation survey, annual performance salary adjustments, and lateral movements.
  - The draft survey process for the FY 2005-2006 annual compensation survey has been published. Two meet and confer sessions were held on March 16, 2004, at 1313 Sherman Street, Denver, in room 318. All state employees are invited to give input regarding the selection and utilization of surveys used in the annual compensation process. Any written comments must be received by May 16, 5:00 pm and may be sent to [job.eval.comp@state.co.us](mailto:job.eval.comp@state.co.us).
- To learn more about these and other human resources, risk management, benefits, and C-SEAP policies and issues, go to [www.colorado.gov/dpa/dhr](http://www.colorado.gov/dpa/dhr) ("News") and be sure to check the "News Archive" section under "Quick Links."

# KEYS TO CONFLICT RESOLUTION

BY JON RICHARD, PSYD  
C-SEAP

*Note: This is the first in a series of articles. Coming up in the next article, "Dislodging the Dreaded 'Personality Conflict'."*

## Introduction

Conflict in workplaces is common, and it has been estimated that managers spend 25-35% of their time responding to conflicts (University of Colorado, 2004). Bottom line costs are high, as well, even when conflicts do not result in litigation and employer liability, because the costs accrue from time and energy spent not only by the managers and directly involved employees, but also from lowered productivity and damaged morale among co-workers indirectly impacted by the conflict.

Costs are likely to be highest when inadequately managed conflict leads to litigation or workplace violence, and the frequency of litigation is rising over time. The US Department of Labor (2004) reports that the number of civil suits concerning employment grievances grew over 400 percent in federal courts alone in the last two decades. Even when the employer is not found liable, litigation remains costly. For every dollar paid to employees through litigation, at least another dollar is paid to attorneys. Even when unresolved conflicts do not result in litigation, they contribute to costs via turnover of distressed employees, with each episode estimated to cost anywhere from 75% to 150% of the position's salary (Phillips, 1990).

For these financial reasons, as well as the harder-to-quantify but clearly profound effects of conflict-related stress and tension on productivity, it behooves managers to have available to them as many conflict resolution skills and tactics as possible. The remainder of this article, as well as occasional subsequent features, will highlight a variety of important conflict resolution principles and applications.

## Separating the Topic from What Is at Stake

A common error in managing employee conflict is failure to separate the topic from the stake, causing the manager to miss the point of the conflict. Take the case of an employee and supervisor in conflict over the employee's tendency to arrive at work several minutes late on most days. The supervisor may present his extreme frustration that the employee has not responded to repeated verbal reminders to arrive at work on time, and may be heading toward using corrective action. The employee may be furious at the perception that the high quality of her work, and her willingness to work through break times or through part of lunch times, is being ignored by the supervisor in favor of a seemingly arbitrary and petty attention to the formality of the official starting time. If you, the manager, respond

primarily or exclusively to the overt topic of this conflict (i.e., the employee's timeliness), you may end trying to help the parties negotiate items such as the maximum number of monthly late-arrivals that will be tolerated, or whether being seven minutes late is substantively different than being nine minutes late.

By contrast, if you conduct the process to understand the parties' stake in the matter, you may find out that, for example, the supervisor is new to the supervisory role and perceives the employee's late arrivals as a threat to his authority that may spread to other staff; and the employee perceives the supervisor's insistence on punctuality as a disregard and disrespect for her workload management skills, her history of positive evaluations, and her need to get her children onto the school bus before leaving for work. His stake is the matter is the wish to know that his authority is respected. Her stake is the wish to know that her positive work history counts, and that her employer cares about her need to balance work/life demands.

If each individual's stake is clearly identified, you have the chance to help the employees resolve the real issues underlying the conflict, the ones that threaten to keep them in an adversarial, non-productive, and potentially litigious relationship. If the employees' true stakes go unidentified, you may resolve a superficial problem (e.g., "Agreed: the employee will arrive on time at least 75% of the time and will not be more than 15 minutes late at any time") only to grapple with ongoing and time-consuming discord between the involved employees.

How to identify the perceived stakes of individuals in conflict? Because the perceived stake is always a more heart-felt concern (e.g., is this employee going to undermine my authority?, or, does this Johnny-come-lately supervisor not respect my work history here?) than the superficial topic of the dispute, it may be necessary to speak to each employee alone before trying to address it with both employees in the room. Simple questions, if asked with respect and an unhurried attitude, will usually draw out the perceived stake. Those questions might include:

- What are you most concerned might happen if this conflict isn't resolved adequately?
- I can see how important this issue has become to you. Beyond the specifics, please help me understand what makes this important to you...
- Conflicts are often about principles and commitments as well as about specific

*See Conflict Resolution page 4*

# TRAINING ON REASONABLE SUSPICION FOR DRUG & ALCOHOL TESTING BEING OFFERED

BY TOM BELL  
STATE OFFICE OF RISK MANAGEMENT

The State Risk Management Office, in cooperation with the Colorado Department of Transportation (CDOT) and the Colorado Department of Human Services, has developed a Reasonable Suspicion for Drug & Alcohol Testing training seminar for supervisors.

This seminar trains supervisors to properly recognize signs of substance abuse that affect workplace behavior and how to proceed according to the state's substance abuse policy.

This training is mandatory by federal law for those who supervise employees who drive vehicles requiring a Commercial Drivers License (CDL). All supervisors are encouraged to take this class even if they do not supervise CDL drivers.

This training is free for state employees and runs around three hours.

CDOT has graciously opened up their scheduled training on a space-available basis. A current schedule with dates, times and locations follows. This schedule is subject to change.

If you are interested in registering for a training session, please contact Patrick Gomez at [patrick.gomez@dot.state.co.us](mailto:patrick.gomez@dot.state.co.us) Diane Carmen at [diane.carmen@dot.state.co.us](mailto:diane.carmen@dot.state.co.us). Please include your name, agency and phone number, and which training session you would like to attend.

Date	Location & Time	Trainer	Current Availability
11-May	CDOT Region 5, 3803 North Main Avenue, Durango 81301 Maintenance Training Room 10:00am & 2:00pm - Two Sessions	Diane Carmen	Room accommodates 30; Each session has 20 CDOT employees, leaving 20 places available, 10 for each session
17-May	CDOT Region 1, 18500 East Colfax, Aurora, R-1 Conference Room 10:00am	Elbert Hunt	Room accommodates 30; 20 CDOT employees enrolled, room for 10 others
18-May	CDOT Region 4, 1420 2nd Street, Greeley, Pawnee Room 1:30pm	Elbert Hunt	27 currently registered; 3 available
24-May	CDOT Region 6, 2000 South Holly Street, Denver 80222 Maintenance Conference Room 9:00am	Diane Carmen	20 currently registered; 10 available
2-Jun	CDOT Region 6, 2000 South Holly Street, Denver 80222 Maintenance Conference Room 9:00am	Elbert Hunt	20 currently registered; 10 available
3-Jun	Region 2 DHS, Pueblo 2:00pm	Patrick Gomez & Sabrina Hicks	20-25 available
4-Jun	Region 2 DHS, Pueblo 10:00am	Patrick Gomez & Sabrina Hicks	20-25 available
7-Jul	CDOT Region 6, 2000 South Holly Street, Denver 80222 Maintenance Conference Room 9:00am & 1:00pm	Patrick Gomez or Diane Carmen	15 available
13-Oct	CDOT Region 5, Alamosa Maintenance Training Room 10:00am & 2:00pm - Two Sessions	Patrick Gomez	10 available for each session

# CHILD CARE DISCOUNTS FOR STATE EMPLOYEES

BY TRAVIS ENGLEHARDT  
STATE WORK/LIFE PROGRAMS COORDINATOR

Are you looking for childcare? If so, does a discount on those childcare services sound appealing? Childcare tuition discounts are available for all state employees through a number of specified providers. KinderCare, La Petite Academies, ABC Child Development Centers, Kiddie Academy Child Care Learning Centers, Kid's Place, Little People's Landing, and Children's World offer tuition discounts to all state employees.

These discounts are available to all state employees in all branches of state government. To obtain discounted rates and information, contact the chosen provider and let them know you are a State of Colorado employee and learned about this discount through work. The providers

will explain the details so you may make the best decision for your family.

Employees are reminded that arrangements made are the sole responsibility of the individual family. The state assumes no obligation for these arrangements and does not endorse any of the organizations or their programs.

For more information go to the Work-Life Employee Discount Program website at [www.colorado.gov/dpa/discounts](http://www.colorado.gov/dpa/discounts) or contact Travis Engelhardt at [Travis.Engelhardt@state.co.us](mailto:Travis.Engelhardt@state.co.us).

## *Conflict Resolution continued from page 2*

disagreements. What principles do you think are involved in the dispute you are having with [other employee]?

Subsequently bringing the parties together and facilitating a respectful shared acknowledgement of their perceived stakes may allow each party to recognize that the other also has deeply held concerns that go beyond the basic topic matter of the dispute, and may create some basis for identifying commonalities and rebuilding alliance between the two battling individuals (e.g., "you both care about the functionality and productivity of this organization. Let's build on that"). At minimum, identifying and expressing understanding and respect for each employee's perceived stake will contribute to your alliance with both parties, which in turn, helps keep both individuals committed to dispute resolution despite their anger at each other. Within this framework, you have a continued opportunity to enhance mutual understanding and to forge agreements that decrease the risk of grievances and the potential for costly and time-consuming litigation.

## References:

Phillips, DT (1990). "The price tag of turnover. Personnel Journal, p. 58.  
US Department of Labor, Archival Information, Employment Litigation and Dispute Resolution ([www.dol.gov](http://www.dol.gov)).

"Resolving Workplace Conflict," University of Colorado at Boulder ([www.colorado.edu/studentaffairs](http://www.colorado.edu/studentaffairs))

**DON'T FORGET TO  
REGISTER FOR THE  
GOVERNOR'S STAR  
AWARDS LUNCHEON,  
WHICH IS BEING HELD  
THIS YEAR ON MAY 12 AT  
THE ADAMS MARK HOTEL.**

**[www.colorado.gov/dpa/dhr](http://www.colorado.gov/dpa/dhr)**

**REGISTRATION DEADLINE IS  
THIS THURSDAY MAY 6.**



*Helping good managers become extraordinary leaders*

# Colorado Leadership Development Program

The Colorado Leadership Development Program offers a creative, interactive learning opportunity that will help you develop the leadership skills, abilities and awareness that distinguish good managers and extraordinary leaders.

## KEY LEADERSHIP PRINCIPLES

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The foundation of the training is built around four key leadership principles:

- **Building Collaborative Relationships:** The importance of building collaborative relationships with your employees, your customers, and your peers; how to motivate and retain your best people; how to create or enhance the workplace environment by developing your employees while having fun.
- **Understanding the Importance of Mission and Vision:** Finding out the real purpose of your work unit and how to make it more effective and efficient; increasing your own awareness level as a leader; creating a shared vision of the future between yourself and your employees.
- **Defining Accountability and Taking Responsibility:** Defining your level of accountability to your employees; the importance of taking responsibility for success of your unit; and, how to build the whole idea of accountability as the guiding principle in serving your customers.
- **Growing and Adapting to Change:** How to promote positive change in your division; helping your employees cope with imposed change.

## MEASURABLE RESULTS

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Extraordinary leaders can expect measurable results from leadership development:

- Up to a 30% increase in customer satisfaction
- Up to a 10% reduction in employee turnover
- Up to a 40% increase in employee commitment



## LOCATION & DATES

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DENVER

**JUNE 1, 8, 15, 22 & 29**

(1313 SHERMAN, ROOM 220, 8:30AM - 4:30PM)

## REGISTER NOW

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**AND SEND 3 EMPLOYEES FOR THE PRICE OF 2**

**Phone: 303-866-2439**

**Fax: 303-866-2021**

**Email: [carolyn.gable@state.co.us](mailto:carolyn.gable@state.co.us)**

**[www.colorado.gov/dpa/dhr](http://www.colorado.gov/dpa/dhr)**

**Workshop Cost: 725.00 per person**

Professional

Development Center



*Developing star supervisors one day at a time*

# Colorado Supervisory Certificate Program

The Colorado Supervisory Certificate Program (CSCP) is a five-day workshop that focuses on the skills and competencies needed to be an effective supervisor in state government. As a participant you will learn practical tools and techniques that you will be able to use immediately. You will use the skills you have learned in this program to better understand, motivate and guide your employees.



## KEY COMPETENCIES

Our day-by-day, creative and interactive approach gives you the lines, language, lessons and learning that will help you become a star supervisor:

### ***Day One: Setting the Stage***

What is my Motivation?  
The Main Ingredients  
Making Effective Decisions

### ***Day Two: Learning the Script***

Organizational Culture and the Hidden Contract  
The Leadership Continuum - Understanding Personal and Practical Needs  
Behavioral Styles and Motivation

### ***Day Three: Knowing your Part***

Cultural Competency - Valuing Differences  
Gender and Communication  
Building Trust - The Key Principles

### ***Day Four: Rehearsing Your Lines***

Communicating for Results  
Coaching for Improved Performance  
Understanding the multigenerational workforce

### ***Day Five: Directing the Players***

The ABC's of Teambuilding  
The Final Ingredient - Learning to improvise

## LOCATION & DATES

**DENVER**

**MAY 6, 11, 18, 20 & 25**

**OR**

**JUNE 3, 10, 23, 24 & 30**

**(1313 SHERMAN, ROOM 220, 8:30AM - 4:30PM)**

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**Workshop Cost: 725.00 per person**

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- **Up to a 30% increase in customer satisfaction**
- **Up to a 10% reduction in employee turnover**
- **Up to a 40% increase in employee commitment**



# 2004 Governor's STAR Awards Luncheon Registration Form

May 12, 2004, 11am – 2pm at the Adam's Mark Hotel, 1550 Court Place, Denver

**\$35.00 per person**

*Please FAX your completed registration form to 303-866-2021 or complete on-line*

NAME: \_\_\_\_\_

GUEST OF: \_\_\_\_\_

AGENCY/COLLEGE: \_\_\_\_\_ DIVISION: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ STATE: \_\_\_\_\_ ZIP: \_\_\_\_\_

PHONE: \_\_\_\_\_ EXT.: \_\_\_\_\_ FAX: \_\_\_\_\_

E-MAIL: \_\_\_\_\_

CHECK IF YOU PREFER A VEGETARIAN PLATE \_\_\_\_\_

PARKING IS AVAILABLE AT HOTEL FOR \$4.00 PER HOUR; \$12.00 MAXIMUM

Registration must be received by close of business May 6, 2004

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## PAYMENT METHODS

### PAYMENT IS DUE PRIOR TO ATTENDANCE

If paying by check: **Make check payable to STATE OF COLORADO, FEIN: 840644739 L, and mail it to the Department of Personnel and Administration, 1313 Sherman Street, Room 122, Denver, CO 80203, Attn: Judi Karg**

If paying with a COFRS IT Document: **Attach a copy of the IT YYY document set up to agency AQB, and complete the following information:**

FUND	AGENCY	ORG	SUB ORG	APPR	PROG	
FUNC	OBJECT	SUB OBJ	B/S ACCT	GBL	RPTG	JOB/PROJ

Accounting contact: \_\_\_\_\_ Phone number: \_\_\_\_\_ (required)

### PAYMENT METHOD FOR GUESTS

**Guests & spouses:** Please make check payable to **STATE OF COLORADO** and mail it to Department of Personnel & Administration, 1313 Sherman Street, Rm. 122, Denver, CO 80203, Attn: Judi Karg  
**Credit cards cannot be accepted.**

\*\*\*\* AFTER MAY 7, 2004, CANCELLATIONS WILL NOT BE ACCEPTED\*\*\*\*  
\*\*\*\*\* AGENCY WILL BE CHARGED FOR NO SHOWS OR LATE CANCELLATIONS\*\*\*\*\*

Please contact Judi Karg at 303-866-2391 or [judi.karg@state.co.us](mailto:judi.karg@state.co.us) with questions or if you require special accommodations.